

Statement of Interest—Statewide Long-Term Care Reform: Community Care of Central Wisconsin

ORGANIZATION NAME: **Community Care of Central Wisconsin**, a multi-county consortium composed of: North Central Health Care (Marathon County), Marathon County Department of Social Services, Wood County Unified Services, Wood County Department of Social Services, and Community Care of Portage County. Community Care of Central Wisconsin has been developed in cooperation with the Aging and Disability Resource Center (ADRC) of Portage County and the newly formed ADRC of Central Wisconsin (covering Marathon and Wood counties).

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BRIEF DESCRIPTION OF ORGANIZATION: Portage, Wood, and Marathon Counties have a rich and productive history in collaborating on social service, health, and economic development initiatives. We propose to build on existing partnerships, strengths and capacities in each of these three counties to create a regional Care Management Organization (CMO), Community Care of Central Wisconsin (CCCW), to operate within the Family Care model to serve frail elders, adults with physical disabilities, adults with developmental disabilities (including those with co-occurring mental disorders and substance abuse service needs). This regional CMO will create a core foundation for possible future expansion into other Wisconsin counties and begin to explore the feasibility of integrating acute and primary care into the Family Care model. CCCW will build on Portage County's success in operating Community Care of Portage County (CCPC), a state-certified CMO since April 2000, and one of five pilot sites for Family Care in Wisconsin. CCPC is a separate and distinct department of Portage County government which responds directly to the Portage County Board of Supervisors. Currently, 850 Portage County residents are served on a daily basis as members of CCPC. The tri-county governance structure of CCCW will be determined during the initial planning phase of the proposed planning grant.

INTEREST IN PLANNING AND IMPLEMENTATION OF LONG-TERM CARE IN WISCONSIN: Portage, Wood, and Marathon Counties have been collaborating on the proposed regional CMO for approximately one year. Discussion has centered on implementation of a tri-county Family Care program for frail elders and physically and/or developmentally disabled adults (including those with co-occurring mental health disorders and substance abuse service needs). Portage County has a long-term care reform model that is tried and true from both the fiscal soundness standpoint and from the quality assurance perspective as evidenced by outstanding evaluations from inspectors and certification authorities (more in sub-section below on *Program Effectiveness*). Portage County is eager to provide leadership in expanding and enhancing this model with Wood and Marathon Counties. This expansion would allow high quality service to

be available to a greater number of consumers, eventually eliminating the waiting lists for long-term care services in both Marathon and Wood Counties. Recent actuarial figures verbally shared from the Wisconsin Department of Health and Family Services (DHFS) state that 600 consumers is the minimum number to ensure financial viability for the Family Care model. Portage County currently serves 850 consumers which financially does not leave a great “cushion.” Serving Wood and Marathon County consumers would, from a managed care perspective, spread the risk among a larger population of consumers. This would ensure the financial viability *for all three counties*, especially important as Wood and Marathon Counties launch new Family Care programs.

Marathon County has demonstrated a commitment to long-term care redesign for the past eight years by being an active Alternative CMO Site selected by DHFS and shadowing the Portage County CMO as first steps in preparing to replicate the program. Wood County is also committed to long-term care reform and has started to develop the program infrastructure to support a Family Care model. It will be much more efficient for Wood and Marathon Counties to work with Portage County, a county that is experienced in launching and operating a successful Family Care model. While tri-county decision making and business planning for the new regional CMO will be a new endeavor for all three counties, the learning curve will not be as great as the consortium will build on best practices, established infrastructure (data processing/information systems and business/administrative systems), *and consumer and staff experiences* in Portage County. By expanding on Portage County’s existing infrastructure, Wood and Marathon County can “hit the ground running” and reduce the start-up time for Family Care to begin serving residents of their respective counties.

Beyond the aforementioned reasons, Portage, Wood, and Marathon Counties are well positioned in other ways for the launch of CCCW:

- Each of the three counties will have an ADRC by the time this grant award notification is made. (Wood and Marathon Counties will have their joint ADRC operational beginning in January 2006.) Portage and Marathon Counties have each been operating one of the original nine ADRCs piloted in Wisconsin in 1999.
- Portage and Wood Counties are two of the four counties currently participating in the Medicaid Management Information Systems (MMIS) pilot being conducted by the State to redesign current information systems. Lessons learned through MMIS (to be completed in 2007) will lend themselves to advancements for the proposed development of CCCW.
- Long term care social work staff members in Marathon County have received training on the use of the Resource Allocation Decision (RAD) Methodology currently used in Family Care. Staff use this decision making tool to evaluate difficult situations presented by Community Options and Home and Community Based Waiver participants. They view RAD as a common sense approach to promote service use consistency and help participants achieve identified outcomes.
- Many of central Wisconsin’s long-term care providers offer services and goods on a regional basis. This multi-county consortium will position *all three counties* for greater leverage in negotiating contracts. Through the shared business infrastructure, the entire process will become more efficient (e.g., only one

contract would be negotiated rather than three contracts if each county operated on its own).

- Consumers in central Wisconsin will have greater service choices—a provider network of excellent services and support systems with uniformity across a tri-county region. They will be able to move freely around the region and continue to tap the same, excellent resources that consumers have expressed tremendous satisfaction with in Portage County since 2000 when CCPC was launched.
- The increase in American Indian and Hmong populations served through the regional CMO will result in a stronger voice for individuals within these groups. With a stronger voice we can ensure that consumers are heard in each of the three counties and that each does its best to develop and refine methods and services in a culturally sensitive and competent way.
- Finally, regionalization of CMOs is the wave of the future. Portage, Wood, and Marathon Counties are committed to being on the leading edge and are ready to move forward toward transition.

GEOGRAPHIC AREA OF INTEREST: The geographic area served will include Portage, Marathon and Wood Counties, three contiguous counties located in the geographic center of the State of Wisconsin. The populations of the three counties are 68,935, 127,773, and 75,990 respectively, for a total population of 272,698. During the two-year planning grant period and when services have been established for Wood and Marathon Counties, other county partners may be invited to join the consortium to increase the geographic region served.

PROPOSED SCOPE AND NATURE OF THE PROGRAM:

Overall Scope and Nature: Capitalizing on Portage County’s experience and expertise with the Family Care model, and building on the many strengths and resources of Wood and Marathon Counties, we plan to conduct a tri-county strategic transition planning effort to develop the plans for the new CCCW organization. A *Transition Team* from each of the three counties will include consumers, appropriate agency representatives, government officials, and other stakeholders to provide multi-disciplinary and cross-sector perspectives and expertise. Appropriate county health care, fiscal, data processing, and economic support staff may also be involved in the planning process. By having consumers engaged on the *Transition Teams*, there will be a strong voice to prepare the foundation for this new regional initiative which will ensure that consumer concerns and suggestions are considered from the start and integrated into the shape of the core design of CCCW. The three teams will collaborate to decide on governance, determine how the shared infrastructure will work, develop a solid business plan, and create detailed operational plans to guide the maintenance of Portage County’s strong Family Care program while phasing in Family Care, first in Marathon County and then in Wood County. Portage County’s existing working committees of consumers and consumer representatives who understand the Family Care model will be involved on *Consumer Teams* to work with consumers in Wood and Marathon Counties to address concerns, develop tri-county quality assurance and self-directed support mechanisms, and participate in planning the overall design of the regional CMO.

We anticipate “rolling out” Marathon County’s Family Care program by January 2007 and Wood County’s start-up by October 2007. This “phase-in” approach will give us the advantage of taking achievable, sequential steps forward toward implementation with both “new” counties, while giving full consideration to the differences in respective readiness levels. Also, since Portage County has never before provided leadership in expanding the Family Care model to another county, this phase-in approach will ensure that steps will be incremental and do not compromise the high quality of care to consumers already served in Portage County.

Target Population: The target populations to be served include frail elders and physically and developmentally disabled adults residing in Portage, Wood, and Marathon Counties (including those with co-occurring mental disorders and substance abuse service needs). Portage County currently serves 850 Family Care members from the target population, approximately 1.2% of its county population. Wood and Marathon Counties indicate that there are more than 2100 individuals from the target population (1159 and 949 respectively) who are currently served through COP, CIP, and other Waiver programs or who are on waiting lists for long-term care. All would likely be enrolled in Family Care if the program was available in their county. Based on Portage County’s membership growth over the past five years, we estimate that there may be potential for more than 3200 individuals to be served through Family Care in our tri-county area. With Marshfield Clinic located in our region, there may be a higher concentration of residents eligible for Family Care than estimated.

Benefit Package To Be Offered: Our intent is to offer the complete Family Care benefit package currently offered by the five existing CMOs in Wisconsin. The Planning Grant proposal incorporates the hiring of a Managed Acute/Primary Health Care Consultant in September 2006 to begin investigating the potential of offering an integrated model of health care for all members in CCCW. Once Marathon and Wood Counties have successfully transitioned to being fully operational under Family Care, CCCW will intensify its efforts to operationalize the administration of acute and primary health care benefits for all members.

Rationale: Portage County’s successful CMO model of fiscal soundness and program effectiveness will provide a sound organizational base to support replication efforts in other counties.

Fiscal Soundness: Currently CCPC is a fiscally sound and viable CMO as evidenced by our current risk reserve (\$2.4 million) and our 2006 budget projections (planning to operate in the black). CCPC has managed to keep its annual per member per month cost increase over the last six years to less than 2.5%, while receiving a capitation rate that has not increased over that same period of time. The Portage County CMO has developed a business infrastructure that has been acknowledged by various representatives of the Wisconsin DHFS as the model among the five CMO counties.

Program Effectiveness: Portage County also operates a very effective program—as judged by The Council on Leadership and Quality's *2004 Family Care Member Outcome Review*. The Council found that CCPC members ranked first among the five pilot counties in having the 14 core Family Care Outcomes both met and supported. In addition, MetaStar, the State’s quality assurance organization, gave Portage County very positive reviews in its most recent annual inspection. Portage County’s quality assurance plan was accepted by the State each of its five years of operation and met all State

expectations. Furthermore, Portage County is the only one of the five pilot CMOs in Wisconsin whose Governing Committee facilitates a face-to-face member satisfaction survey each year. Results of all such surveys have indicated very high levels of satisfaction for services received—another mark of program effectiveness and quality. We expect to create similar programs and strive for the same quality benchmarks in Wood and Marathon Counties.

OTHER: Attached as an appendix is further information outlining the infrastructure and services currently existing in Wood County and Marathon County—resources to be integrated and leveraged to the greatest extent possible under the proposed regional Family Care model.